

Influence of Employees' Attitudinal Variables on Organizational Citizenship Behaviour and Organisational Commitment

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Abstract

This study investigates the influence of employees' attitudinal variables (perceived organisational justice, organisational support, organisational attachment, and mental strain) on organizational citizenship behaviour and organisational commitment among employees in Nigerian private university. Ex-post facto research design was adopted. Non-proportional stratified and simple random sample techniques were used to select six hundred participants from different departments of Babcock University, Ilishan-Remo, Ogun State, Nigeria. Six self-report questionnaires were used to generate data. Two hypotheses were raised and answered using multiple regression (stepwise) and T-test statistics. Findings revealed among other, that the four predictor variables (perceived organisational justice, organisational support, organisational attachment, and mental strain) combined and individually predicted the criterion variables (organisational citizenship behaviour and organisational commitment). Based on the findings, the paper recommended among others, that employers' of labour should pay great attention to factors that have significant effect on employees' commitment; in this case, organisational commitment and organisational citizenship behaviour.

Keywords: perceived organisational justice, organisational support, organisational attachment, mental strain, organisational commitment, organisational citizenship behaviour

Introduction

All over the world in this 21st century, job satisfaction, job stress, organizational justice, and organizational commitment are one of the most examined popular variables in understanding organizational citizenship behaviour (Ogunyemi, 2014). These variables are organizational factors that pre-determined the attitudes of employees either positively or negatively. As noted by many researchers (Haqueet *al.*, 2011; Korkmaz and Arpacı, 2009; Ingham, 2008; Wanxian and Weiwu, 2007) employees' attitudinal variables that are positively associated with organizational citizenship behavior may promote a better working environment within the organization.

Based on the envisaged significance of organizational citizenship behaviour to the achievement of organisational goals and objectives, organizations, many researches and scholars examined the relationships among the variables of the study to determine the extent of the relationships or differences thereabout, which helps employers and managers of labour to seek better ways to manage their employees in order to sustain high performance and retain valued personnel.

OCB has been identified by Haqueet *al.*, (2011) to be of little importance in terms of individual profits while it is beneficial to both the organization and the personnel. Considering the impact of OCB to overall development of the organization in terms of productivity, efficiency, and survival business competitive world, there is a great need therefore to examine the impact of employees' attitudinal variables (job satisfaction, job stress, organizational justice, and organizational commitment) on these seven common themes of OCB identified by Ozturk (2011) as helping behavior; sportsmanship; organizational loyalty; organizational compliance; individual initiative; civic virtue; and, self-development.

All these themes has been variously studied and described by Seyed-Mehdi (2012); Ozturk, (2011); Podsakoff et al., (2000); Graham, (1991); Organ, (1990) as shown hereunder:

- i. **Helping Behavior:** It shows voluntarily helping others with work-related problems or preventing the occurrence of such problems in workplace (Podsakoff et al., 2000)
- ii. **Sportsmanship:** It was seen as behaviors that maintain positive attitude even when things do not go their correct way and are willing to sacrifice their personal interest at the expense of the work group success (Podsakoff et al., 2000). Organ (1990) on the other hand sees sportsmanship as the willingness to tolerate the inevitable inconveniences and impositions of work without complaining.
- iii. **Organizational loyalty:** This behavior defends organizations against external threats. Further, employees who are loyal to their organizations are committed to organizational norms even under adverse conditions (Graham, 1991)
- iv. **Organizational compliance:** It captures a person's acceptance of the organization's rules, regulations and procedures which results in an adherence to them, even when no one monitors compliance (Podsakoff et al., 2000).

- v. **Individual initiative:** Ozturk (2011) refers to employees' willingness to engage in task related behavior at a level that transcends minimally required and generally expected level. Such behaviors include voluntary acts of creativity and innovation designed to improve organization's performance, volunteering to take on extra responsibilities.
- vi. **Civic virtue:** represents a commitment to organization and it is reflected as the effort to participate actively in its governance, to look for its best interests even at great personal cost.
- vii. **Self-development:** This includes voluntary behaviors that employees show to improve their knowledge, skills and abilities (Podsakoff et al. 2000).

LePine, Erez, and Johnson (2002) affirmed that one of the most important predictor of OCB is organizational commitment. Organizational commitment brings out positive results for the organization as it reduces the turnover and absenteeism (Allameh, Amiri, & Asadi, 2011); and ensures employee's permanence in the organization irrespective of the circumstances (Steyrer, et al, 2008). However, in Nigeria, there has been divergence opinion among researchers on organization-organizational citizenship behaviour and organizational commitment. Some researchers believed that Nigerian workers are not committed to their organizations (Olugbile, 1996).

Others believed that they are committed but it is the organizations that do not show commitment to the plight of the workers (Alarape & Akinlabi, 2000). They believe that organizational commitment reflects one side of the reciprocal relationship between the employer and the employee and as such each party has to play its role (Salami, 2008). Organizational commitment is the willingness of an employee to exert high levels of effort on behalf of the organization, a strong desire to stay with the organization, and an acceptance of its major goals and values (Porter and Lawer, 1968). There it is the relative strength of an individual's identification and involvement in a particular organization (Steven and Brian, 2007). It should be noted also that employees' commitment do not only confirm their stay within the organization, strengthens citizenship behavior (Allameh, Amiri, & Asadi, 2011), but also seems to be positively correlated with citizenship behaviour within the organization (Khan & Abdul Rashid, 2012).

Undeniably, some researchers found that employees' commitment do not only confirm their stay within the organization, strengthens citizenship behavior (Allameh, Amiri, & Asadi, 2011), but also seems to be positively correlated with citizenship behaviour within the organization (Khan & AbdulRashid, 2012). Even though the relationships between many employee attitudinal variables and organizational citizenship behavior have been previously researched (Erturk, 2007), there is dearth of researches on the associates of employees' attitudinal variable, organizational commitment and organizational citizenship behaviour among university employees in Nigeria, hence, this study is designed to fill such research gaps. It is therefore necessary for this study to examine the influence of employees' attitudinal variables such as perceived organizational justice, organizational support, organizational attachment, mental strain on organizational commitment and citizenship behaviour among university employees in Nigeria.

Perceived Organizational Support (POS)

Eisenberger et al. (2002) cited in Noruzy, Shatery, Rezazadeh, & Hatami-Shirkouhi, (2011) described perceived organizational support (POS) as an employee's general belief concerning the extent to which the organization values its contributions and cares about their well-being. Also, Mankanjee et al. (2006) defined POS as an organization's commitment to its employees. Noruzy, et al, (2011) summarizing the Eisenberger et al., (2002) and Wayne et al., (1997) concluded that POS creates a felt obligation to support the organization in return. Thus POS results in more positive: attitudes and behaviors. Positive POS lead employees to care about the organization's well-being, increase commitment to the organization, help the organization accomplish its goals, perform better and reduce their tendency to miss work, and make them to be more loyal to their organizations. Empirically, a strong relationship was found between POS and supervisors' ratings of workers on an index that included both individual-level and organizational-level measures of citizenship (Wayne et al., 2002). The study of Chen and Chiu (2008) showed that supervisor support influenced the employees' OCB indirectly through two cognitive processes (job satisfaction and person-organization fit) and one affective process (job tension).

The study of Noruzy, et al, (2011) on the investigation of the relationship between organizational justice, and organizational citizenship behavior: The mediating role of perceived organizational support showed that organizational justice directly and significantly influenced organizational support and organizational citizenship behavior. Also, their study showed that POS directly and significantly influenced organizational citizen behavior while organizational justice indirectly influenced organizational citizenship behavior through perceived organizational support.

Organizational Justice (OJ)

Organizational justice has been recognized as one of the most important concepts related organizational citizenship. Organizational justice therefore can be described as the individual's perception of fair treatment

received from an organization and his behavioral reaction to such perceptions (Gbadamosi & Nwosu, 2011, James, 1993).

Wat & Shaffer, (2005) affirmed that when employees perceive that they are being treated fairly by their overseers or supervisors, they are more likely to reciprocate by holding positive attitudes about their work, work outcomes, and their supervisors. Also, Latham and Pinder, (2005) confirmed that organizational justice has an impact on organizations when employees perceived unfair treatment in the workplace and the outcome will be negative emotion and behavior.

According to Yaylacı, (2004) organizational justice is accepted as one of the many organizational premises of organizational citizenship. Organizational justice is often related with the perceptions of the employees about justice.

Result of research has shown that organizational justice meaningfully relates to organizational citizenship behavior and this resultsuggeststhe importance and role of organizational justice as a motivation device in workers behavior (Mardanihamoule, Heidari, 2009). Kalcuit et al. (2006) showed that procedural, distributional and interactional justice positively affects the work operation and producing behaviour. Arey et al. (2004) showed in a research that commitment in decision making positively relates to procedural justice but negatively relates to organizational policies. Also procedural justice did not relate to organizational policies. A positive and meaningful relation is attained between organizational justice and operation. Blakely, Andrews, Moorman, (2005) in their research study showed that organizational justice positively relates to civil behavior, which also support past researches and suggests fair work environment as an important factor for improvement of operation and organizational citizenship behavior.

Organizational Attachment

Özdevecioğlu, (2003) sees organizational attachment as the adoption of organizational goals and values by its members. It is also seen as employees' efforts to become an important member of the organization considering the organization as a family and seeing himself as a family member. Çetin, (2004) consider leadership behaviour as an organizational and administrative factor in determining the factors which effect organizational attachment. Dick and Metcalfe, (2001), and Zangora, (2001) have shown that when employee perceives that his or her organization is not given him/her necessary support, there is higher probability of such employee displaying lower attachment towards such organization. It can also be concluded that organizational attachment of employees was reflected by the presentations and behaviour of the leader.

Job search intentions, is a widely accepted indicator of behavioral attachment in the organizational as reported in demography literature of Tsui et al., (1992). O'Reilly et al.'s (1991) longitudinal study revealed that job search intentions are a powerful predictor of turnover behavior. Intention to search for a new job is an indicator of weak social bonds and reduced association workers share with their employers.

Method

Research Design and Participants

The present study is explanatory research projected to measure employees' attitudinal variables as a consequence of organizational commitment and organisational citizenship behaviour among university employees in a private Nigerian university. Ex-post facto research design was adopted because the researcher is only interested in knowing the influence of the predictor variables (perceived organisational justice, organisational support, organisational attachment, and mental strain) on the criterion variables (organisational citizenship behaviour and organisational commitment) without necessarily manipulating any of the variables.

Participants of this study were six hundred university employees (academic and non-academic staff) selected from different departments through the use of stratified and simple random sampling techniques constitute the sample of the study. The schedule of duty of the employees constitutes the strata (i.e. academic and non-academic) after which the sample used was randomly selected in their various duty posts.

Instruments

Six (6) validated self-report questionnaires were distributed among six hundred (600) Babcock University staff, but only 589 questionnaires returned and adequately filled were used for analysis. This makes the response rate to be 98.2%. The questionnaires are:

Organizational commitment (OC) Organizational commitment is measured by Meyer and Allen (1997)'s Commitment Scales. Respondents were asked to choose from 1 (strongly disagree) to 7 (strongly agree) for the items of organizational commitment. There are a total of 18 items in the scale. A sample item from the scale is "I would be very happy to spend the rest of my career in this organization". The cronbach's alpha for the scale after re-validation was .85.

Organizational Citizenship Behaviour Scale(OCBS) - Moorman & Blakely, (1995). The OCBS is a 19-items self-report measure. Respondents were requested to rate themselves on each item, using a 5-

point likert scale on which 1 = rarely or none of the time; 2 = A little of the time; 3 = Some of the time; 4 = A good part of the time; and 5 = Most or all of the time. The authors reported a coefficient alpha of .91, and a concurrent validity of .83 for the scale.

Organizational Justice Scale (OJS): The organizational justice was measured using Moorman's (1999) organizational justice scale. The instrument is a two dimensional scale. Scales of procedural justice (7 items; range of scale = 1-5; mean score of responses = 2.8; SD = 0.7; $\alpha = .90$) and relational justice (6 items; range of scale = 1-5; mean score of responses = 3.5; SD = 0.9, $\alpha = .81$). Both scale have been associated with organizational commitment, job satisfaction, retaliation and mental health (Elovainio *et al*, 2001; Greenberg, 1990; Marko *et al*; and Scarlicki *et al*, 1997), and they were moderately interrelated ($r = .30$). The cronbach's alpha for the scale after re-validation was .81.

The General Health Questionnaire (GHQ12) was used as an indicator of mental strain, with a coefficient of .86 (Goldberg & Williams, 1988). General Health Questionnaire (GHQ) measure of mental strain, on a 5 continuum scale ranging from 1 = rarely or never true; 2 = occasionally true; 3 = often true; 4 = usually true; 5 = most of the time true. The same variable instrument has been used in a large medical and psychiatric literature such as Cardozo *et al* (2000) and Pevalin and Ermisch (2004), and in health-economics research by, for example, Shields and Wheatley Price (2005) and Gardner and Oswald (2004). The cronbach's alpha for the scale after re-validation was .79.

Organizational attachment: Turnover intention scale was used as an indicator of organizational attachment (Wallace, 2011). The present job, compared with an alternative job that respondents may be interested in or able to obtain. The measure contains twenty-four items. Example of the items include: "I do not feel a strong sense of belonging to my organization", measured on a seven point response scale from strongly disagree to strongly agree. The cronbach's alpha for the scale after re-validation was .87.

Organizational Support was measured by Perceived Organizational Support (POS) scale of Eisenberger *et al*. (1986). POS was designed to measure possible feelings an individual may have about the organization for which they work. POS is a 36-item scale of five-point likert-type scale indicated the extent to which an employee agreed or disagreed with the statement. The survey measured the in-role performance, extra role performance, employee perception of organizational support, and concern of the employee's overall well-being. The coefficient alpha for the scale was 0.86, and when re-validated for this study, it yielded a coefficient alpha of 0.79.

Data Analysis

Statistical Software Package for Social Scientists (SPSS version 19.0) has been used for statistical analysis. Multiple regression analysis (stepwise) and T-test statistics were used to analyse the data generated at .05 alpha level of significance.

Results

The results in Table 1 below revealed that perceived organizational justice, organizational support, organizational attachment, mental strain combined to determine organizational commitment and citizenship behaviour among university employees ($R = .633$; R^2 change = .401; $F_{(6,583)} = 43.079$; $P < .05$). This revealed that perceived organizational justice, organizational support, organizational attachment, mental strain accounted for 40.1% of the variance in the organizational commitment and citizenship behaviour among university employees. This finding negates the earlier stated null hypothesis, which stated that there is no significant composite contribution of perceived organizational justice, organizational support, organizational attachment, mental strain on organizational commitment and citizenship behaviour among university employees. Thus, perceived organizational justice, organizational support, organizational attachment, mental strain are good predictive factors of organizational commitment and citizenship behaviour among university employees.

Table 1: *Model summary of the multiple regression analysis of the contribution of employees' attitudinal variables on organizational commitment and citizenship behaviour among university employees*

Model	R	R ²	Adj. R ²	SE	Change Statistics				
					R ² Change	F Change	d f 1	d f 2	Sig. F Change
Predictor Variables	.633	.401	.401	13.407	.401	43.079	6	583	.000

a. Predictions: (Constant), perceived organizational justice, organizational support, organizational attachment, mental strain

b. Dependant Variable: organizational commitment and organizational citizenship behaviour

However, the result in Table 2 showed that when perceived organizational justice was entered into the regression model due to the strength of its relationship with university employees' organizational commitment and organizational citizenship behaviour, shows a significant prediction ($R = .422$; R^2 change = .178; $F_{(3,586)} = 43.079$; $P < .05$). This showed that perceived organizational justice alone accounted for only 17.8% of the variance in the university employees' organizational commitment and organizational citizenship behaviour.

When the organizational support entered into the model as the second predictor variable, there was a significant prediction of university employees' organizational commitment and organizational citizenship behaviour ($R = .529$; R^2 change = .261; $F_{(4,585)} = 29.543$; $P < .05$). This means that organizational support along with perceived organizational justice accounted for 26.1% of the variance in the university employees' organizational commitment and organizational citizenship behaviour. Organizational support, therefore, accounted for an additional 8.3% of the variance in employees' organizational commitment and organizational citizenship behaviour.

Again, when organizational attachment entered into the model as the third predictor variable, there was a significant prediction of university employees' organizational commitment and organizational citizenship behaviour ($R = .574$; R^2 change = .329; $F_{(5,584)} = 48.942$; $P < .05$). This means that organizational attachment along with organizational support and perceived organizational justice accounted for 32.9% of the variance in employees' organizational commitment and organizational citizenship behaviour. In essence, organizational attachment accounted for an additional 6.8% of the variance in employees' organizational commitment and organizational citizenship behaviour. This implies that all the three predictor variables are cogent in predicting university employees' organizational commitment

Also, when mental strain was entered into the model as the fourth and the last predictor variable, there was a significant prediction of university employees' organizational commitment and organizational citizenship behaviour ($R = .633$; R^2 change = .401; $F_{(6,583)} = 43.079$; $P < .05$). This means that mental strain along with organizational attachment, organizational support and perceived organizational justice accounted for 40.1% of the variance in employees' organizational commitment and organizational citizenship behaviour. In essence, mental strain alone accounted for an additional 7.2% of the variance in employees' organizational commitment and organizational citizenship behaviour. This implies that all the three predictor variables are cogent in predicting university employees' organizational commitment and organizational citizenship behaviour.

Table 2: Model summary of the step-wise regression of the composite contribution of employees' attitudinal variables on organizational commitment and citizenship behaviour among university employees

Model	R	R ²	Adj. R ²	SE	Change Statistics				
					R ² Change	F Change	d f 1	d f 2	Sig. F Change
Perceived organizational justice	.422	.178	.178	19.007	.178	51.888	3	586	.011
Perceived organizational justice, organizational support	.529	.280	.261	21.157	.261	29.543	4	585	.026
Perceived organizational justice, organizational support, organizational attachment	.574	.329	.329	10.906	.329	48.942	5	584	.041
Perceived organizational justice, organizational support, organizational attachment, and mental strain	.633	.401	.401	13.407	.401	43.079	6	583	.000

a. Predictions: (Constant), perceived organizational justice, organizational support, organizational attachment, mental strain

b. Dependant Variable: organizational commitment and organizational citizenship behaviour

The result of the second hypothesis in Table 3 below revealed the strength of causation of the predictor variables on the criterion variables. The most potent predictor of employees' organizational commitment and citizenship behaviour among the predictor variables of the study is perceived organizational justice ($\beta = .263$; $t = 5.376$; $p < .05$). Perceived organizational support is the next potent factor ($\beta = .177$; $t = 3.900$; $p < .05$), followed by mental strain ($\beta = .118$; $t = 2.861$; $p < .05$), and the last potent factor in the prediction of employees' organizational commitment and citizenship behaviour is organizational attachment ($\beta = .100$, $t = 2.322$; $p < .05$). The null hypothesis of no relative contribution of perceived organizational justice, organizational support, organizational attachment, mental strain to the prediction of organizational commitment and citizenship behaviour among university employees was rejected by this finding.

Table 3: *Coefficients of relative contribution of perceived organizational justice, organizational support, organizational attachment, mental strain on organizational commitment and citizenship behaviour among university employees*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	SE	Beta		
(Constant)	307.221	23.419		11.201	.017
Perceived organizational justice	.271	.022	.263	5.376	.003
Organizational support	.205	.026	.177	3.900	.000
Organizational attachment	.149	.033	.100	2.322	.010
Mental Strain	.183	.029	.118	2.861	.034

Dependent Variable: organizational commitment and organizational citizenship behaviour

Discussion

This study aimed at finding out the influence of employees' attitudinal variables (perceived organizational justice, organizational support, organizational attachment, mental strain) on organizational commitment and citizenship behaviour among university employees in Nigeria. Predominantly, it was hypothesized that perceived organizational justice, organizational support, organizational attachment, mental strain combined to determine organizational commitment and citizenship behaviour among university employees. Multiple regression analysis carried out on the hypothesis showed that perceived organizational justice, organizational support, organizational attachment, mental strain combined to influence employees' organizational commitment and citizenship behaviour (see Table 1 and 2). The results corroborate the findings of Mehrdad (2009) that a meaningful relationship between organization justice and organizational citizenship behaviour. It is believed that employees' perceptions of being treated fairly is likely increase the propensity of their commitment to their organizations. This assumption is also supported by Dreek (2006) that found satisfaction on the job as significant predictor of organizational.

The results of the relationship between organizational justice and organizational support to the prediction of organizational citizenship behaviour and organizational commitment are significant while the findings of Noruzy, et al, (2011) lend a good support to the results. Employees' efforts to become an important member of the organization considering the organization as a family and seeing himself as a family member, and this in relation to perceived organizational justice, organizational support, organizational attachment, and mental strain, significantly predicted organizational citizenship behaviour and organizational commitment.

Perceived organizational justice, organizational support, organizational attachment, and mental strain are significant predictors of organizational citizenship behaviour and organizational commitment because high productivity and performance of most organizations could not be realized without employees' support and contribution. This might be the reason why Ogunyemi (2007) established that workers constitute the oil that lubricates the factors of production that the entrepreneur expounds on the production process. While organizations demand for employee's efficacy and efficiency on the job, employees' perceived organizational justice, organizational support, organizational attachment, and mental strain cannot be completely ruled out in predicting organizational citizenship behaviour and organizational commitment.

The outcome of the second hypothesis on the strength of causation of the predictor variables on the criterion variables shows that the most potent predictor of employees' organizational commitment and citizenship behaviour among the predictor variables of the study is perceived organizational justice, followed by perceived organizational support, lastly by mental strain.

Conclusion

Since employees' attitudinal variables are important factors for a formal organization to grow and compete in this global market. This study has explained and empirically tested the consequence of perceived organizational justice, organizational support, organizational attachment, and mental strain on organizational commitment and citizenship behaviour among university employees in Nigeria. The results of this study revealed that all the predictors combined and relatively determine employees' organizational commitment and citizenship behaviour. Therefore, employers of labour should put great attention on the factors that have a significant effect on organizational commitment and citizenship behaviour, if they want to heighten their effectiveness and performance. Based on the results for the standardized values, this study was able to reveal that perceived organizational justice has a more weighty effect on employees' organizational commitment and organisational citizenship behaviour.

Limitations and suggestions for future research

The sample of the current study was not adequately representative of university employees in Nigeria. It was limited to a private in Ogun State, Nigeria. Future studies should incorporate a broader and more representative sample of university employees so that the preliminary findings of the present study might be validated. Secondly, the present study made use of self-report measures of various constructs that spawns common method variance. Future research should combine multi-method approach validating the variables of the study.

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